



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
UNITED STATES ARMY INTELLIGENCE CENTER AND FORT HUACHUCA
1903 HATFIELD STREET
FORT HUACHUCA ARIZONA 85613-7000

ATZS-CG

29 April 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: POLICY 108 – Consideration of Others (CO2) Program

1. REFERENCES.

- a. Memorandum, HQ TRADOC, ATBO-BPE, 6 Jan 98, subject: CO2 Program.
- b. Memorandum, HQ TRADOC, ATBO-BPE, 16 Jan 98, subject: CO2 Policy.

2. POLICY. The CO2 Program, mandated by the Department of the Army, is a commander's program with Equal Opportunity Advisors at all levels as the proponents. As leaders, we have an obligation to foster a positive command climate and develop a culture in which all Department of the Army personnel, Soldiers and civilians, treat one another with dignity and respect. The Consideration of Others Program is a tool that introduces leaders to a method of cultivating such a change. This program involves linking the awareness, the actions, and the responsibility of the individual Soldier or civilian to his or her duties as members of a military team.

3. PROCEDURES. The CO2 Program does not replace existing command emphasis programs. It is not a vehicle for "sensing sessions" or for initiating Equal Opportunity or Equal Employment Opportunity complaints. The CO2 Program is an ideal medium for accomplishing other required Human Relations training such as Equal Opportunity and Prevention of Sexual Harassment, and annual Drug and Alcohol Abuse Prevention Training. It is highly encouraged for commanders to use this format to accomplish training whenever possible. An example would be a collective one-hour block of instruction on Equal Opportunity, and a one-hour follow-on group discussion within sections, teams or squads, thus meeting both CO2 and Equal Opportunity training requirements.

4. CO2 was designed as a tool to help commanders and directors build cohesion, instill Army values, and successfully accomplish the mission of leading Soldiers and civilians. My intent is for commanders and directors to use it as such. The CO2 Program is flexible; therefore commanders and directors should tailor the program to fit the specific needs of their organizations. A successful human relations climate is one that maximizes our Soldiers' and civilians' awareness of how their individual actions affect others. It emphasizes respect for and between Soldiers and civilians of all races, creeds, gender, religion or national/ethnic heritages and enables them to clearly understand the linkage between their actions towards others and their unit's ability to accomplish the mission.

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5. My guidance in the implementation of the CO2 Program at USAIC&FH is:

a. All permanently assigned military and DOD civilian employees will attend 2 hours quarterly, 8 hours annually, of mandatory small group discussions (15 – 25 participants) on CO2 topics guided by trained facilitators. CO2 will be conducted at all levels down to section or team level. Commanders and directors should determine topics of discussion based on the needs of their activities, in coordination with unit Equal Opportunity Advisors.

b. Leader commitment and involvement is key to the success of this program. I expect commanders and directors to fully support the program by becoming personally involved in the selection of small group facilitators and overseeing the execution of CO2 within their organizations. Commanders will develop and post a CO2 policy memorandum.

c. Commanders and directors are responsible for providing an adequate number of trained small group facilitators within their organization to successfully execute CO2. Military small group facilitators should be staff sergeants or above and civilian small group facilitators should be GS6 or above. Commanders and directors may submit requests for exception to this policy to the Military Equal Opportunity (MEO) office if they have personnel with significant training or experience in small group facilitation. The MEO is the approval authority for such requests. The MEO will conduct a forty-hour Small Group Instructor/Facilitator Course at least semi-annually, and an additional course if deemed necessary by the Installation Equal Opportunity Advisor.

d. Topics of discussion, number of attendees by category (active duty (name and grade), DoD Contractors, DA Civilians), will be annotated on training schedules and attendance rosters (as applicable).

e. CO2 training will be briefed at quarterly training briefings and included in command inspections. Percent of Soldiers trained, percent of leaders trained (SFC and above), and CO2 topics will be reported to the MEO office on the Quarterly Narrative and Statistical Report. Civilian only directorates will report their CO2 training quarterly to the Equal Employment Opportunity Office (EEO). Report will include percent of civilian employees trained, percent of civilian leaders trained (GS12 and above), and CO2 topic.

f. The MEO office is the proponent for the USAIC&FH CO2 Program. However, the MEO office is not the only resource available to enhance CO2 training. Chaplains, medical personnel, Inspector General's Office, Office of the Staff Judge Advocate, and even civilian academic or professional personnel can be invaluable training resources when you develop your organization's CO2 Program. The MEO will collect and maintain lesson plans and aids for use in the program. Encourage your facilitators to furnish copies of developed lesson plans to the

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MEO office. The Department of the Army CO2 Handbook with lesson plans and outlines can be downloaded at www.odcsper.army.mil Human Resources Directorate.

6. A successful CO2 Program instills caring and inspires willingness in members of organizations to take personal responsibility for their attitudes, actions, and words, to include changing them when necessary to promote unit cohesion and teamwork. I challenge every Soldier and civilian employee at USAIC&FH to embrace this program as a personal philosophy.

7. PROPONENT. Military Equal Opportunity Office, 533-1717.



BARBARA G. FAST
Major General, USA
Commanding

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